

Good morning everyone.

I would like to thank you for taking the time to attend our Capital Markets Event.

We will share with you how we will seize the significant value growth opportunity ahead with our Intertek 30 growth strategy.

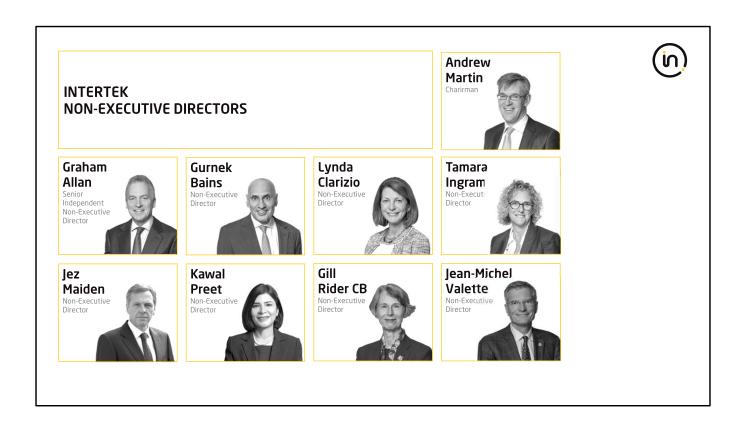
Science-based Customer Excellence is what we stand for and we are hosting our event at the Institution of Engineering and Technology to pay tribute to the world of science that guides us every day. We are thrilled about the growth prospects ahead.

During the event, we will explain in simple terms, with real life examples, how we will capitalise on our science-based customer excellence TQA advantage to create significant value.

We have no doubt that after a world tour of Intertek, you'll be amazed where you find Intertek.



In the next 2 days, you will get the opportunity to meet all members of our senior leadership team.



As well as some of our board colleagues who are attending the event.

AGENDA - DAY 1: 11:00-17:00			capital market event
01 Intertek 30 AAA Growth Strategy	07	Electrical & Connected World	
02 Business Assurance	08	Our Amazing People	
03 Margin Management	09	Food	
04 Softlines	10	Industry Services	
Q 8A	11	Q&A	
06 13:15-14:30 Lunch	12	16:00-17:30 Networking Drinks	

We have developed a comprehensive program. There will be no lab visit but we will have our labs come to you from all over the world.

On day 1, we will cover...Assurance, people, margin, as well as Softlines, Electrical, Food and Industry Services.

NDA - DAY 2: 10:00	-13.00	marke event
China	07 12:10-13:10 Lunch	Capital Allocation
Building & Construction	08 Caleb Brett 1	.4 Portfolio
Hardlines	09 M&A and Innovation 1	.5 Q&A
Transportation Technologies	10 Minerals 1	.6 15:30 Close
Sustainability	Government & Trade Services	
Q&A	12 AgriWorld	

On day 2, we will cover...China, Sustainability, M&A and Innovations, Capital Allocation and Portfolio, as well as B&C, Hardlines, Transportation Technologies, Caleb Brett, Minerals, GTS and AgriWorld.



The main take-away of our Capital Markets Event is that the value growth opportunity ahead is significant.

We expect higher demand for our ATIC solutions. Indeed, our clients are increasing their focus on Risk-based Quality Assurance to operate with higher standards on quality, safety and sustainability in each part of their value chain.

We have made a lot of progress on our portfolio which is poised for faster growth, both at the global and at the local levels.

We are laser focused on margin accretive revenue

growth which has always been a value differentiator for Intertek. We have the plans in place to take our Margin back to our peak of 17.5% and beyond.

We have made great progress on cash generation, and we expect higher cash generation to support our investments in growth and deliver strong returns.

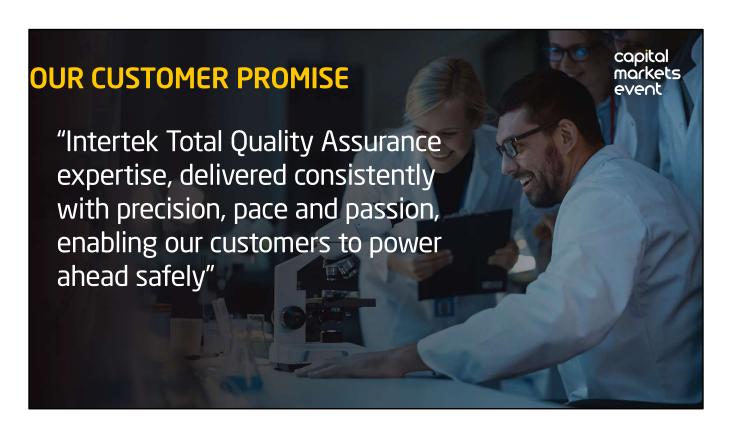
Our people are truly amazing and we now have a more agile operating structure which, combined with our high performance capability, will unlock significant value.



I am really proud of what our colleagues have accomplished implementing our 5x5 differentiated strategy which was launched in March '16.

We have made strong progress on multiple fronts and equally, we are truly excited about the significant value growth opportunity ahead.

Before discussing our plans moving forward, let's recap what we have delivered so far.



A few years ago we took the decision to reinvent ourselvesmaking ATIC our customer promise...

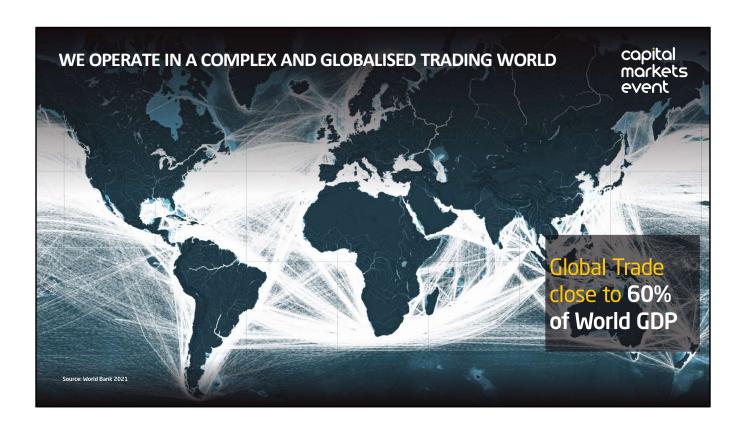
We agreed that ATIC would be our differentiatorto provide a superior customer service.....and accelerate growth.



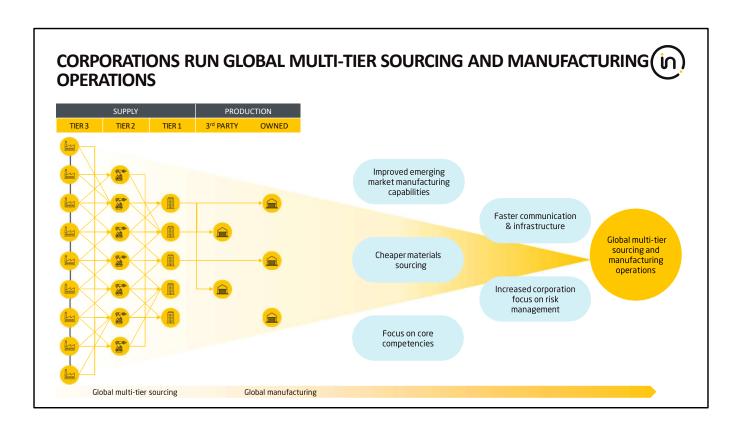
True to our customer promise, we rebranded the Company in 2017 and now Intertek stands for Total Quality. Assured.



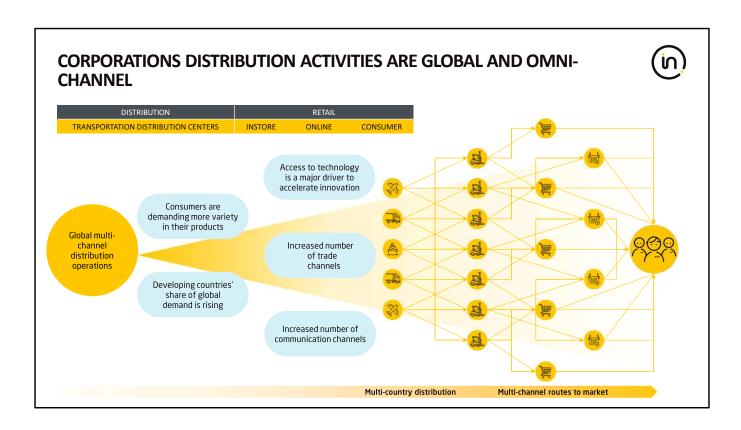
Our strategic goal with ATIC was to improve our customer service by providing end-to-end quality assurance solutions to our clients, given how much global trade had changed in the last 50 years.



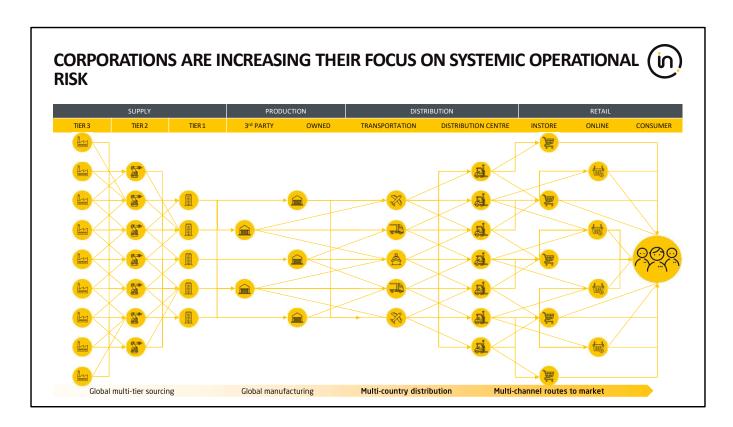
Today, companies operate in a truly global market with highly de-centralised operations to take advantage of the best manufacturing capabilities around the world.



Our clients are running complex global multi-sourcing and manufacturing operations.

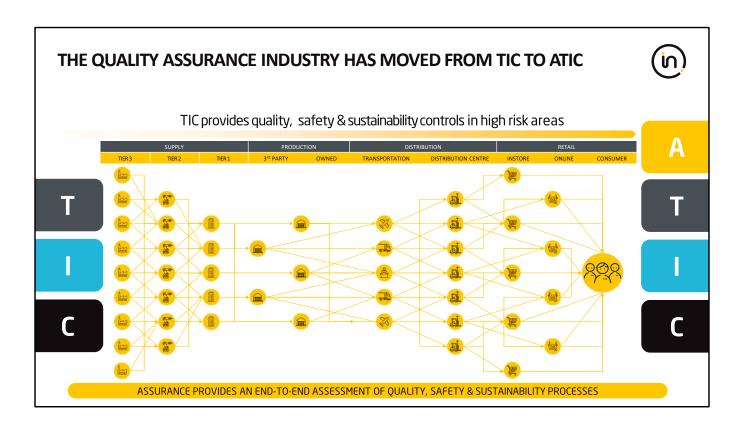


And taking an omni-channel approach when distributing their products and services.



In 2015, we did an in-depth customer research and we found out that it was becoming impossible for our clients to do testing, inspection, and certification at every point in their value chain.

The conclusion was that companies had to increase their focus on systemic operational risk.

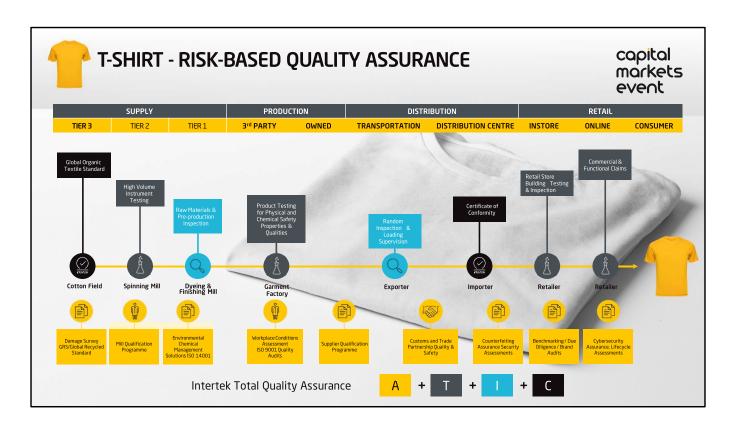


That's why the quality assurance industry has moved from TIC to ATIC, with the TIC solutions focused on high-risk areas and Assurance solutions focused on end-to-end risk assessment.



Today, we offer ATIC solutions in all industries.

Clearly, we were a pioneer in 2016 when we reinvented our value proposition with ATIC.



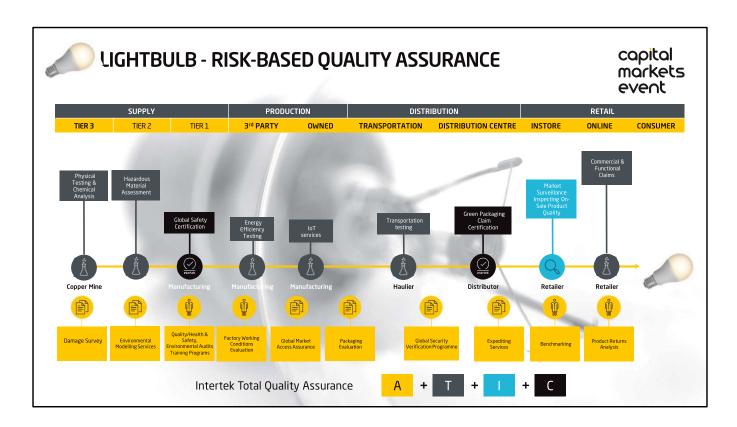
Our unique ATIC value proposition is based on the end-to-end understanding of the value chain of our clients.

On this Slide you can visualise the depth and breadth of the ATIC solutions we offer to any client selling T-Shirts.

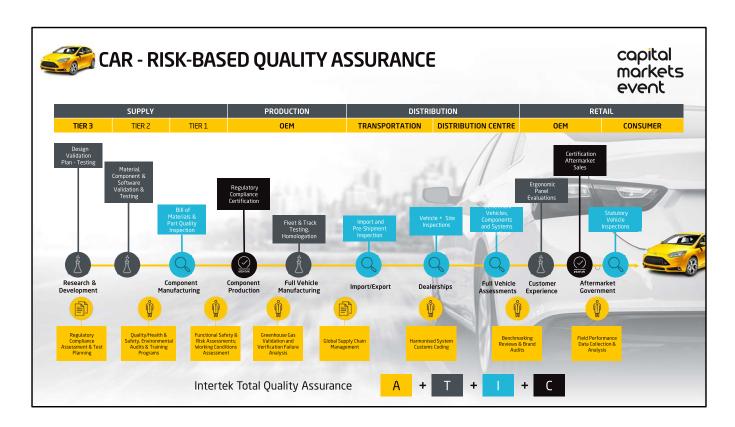
Our systemic risk-based quality assurance, combined with our technical expertise, is what makes our value proposition so valuable for our clients.

Our clients know they can operate with the right peace of mind knowing that Intertek gives them the ATIC advantage.

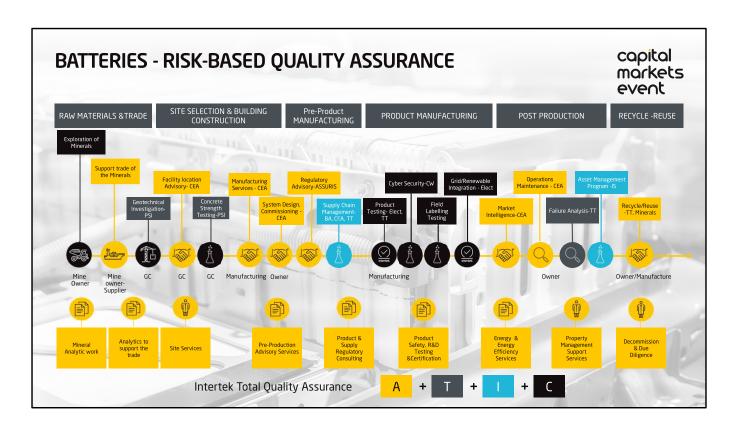
Our ATIC approach is industry agnostic and let me show some examples of how ATIC works across categories.



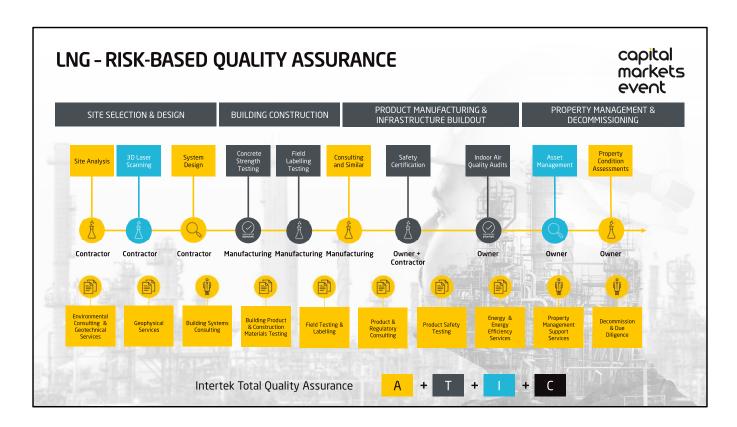
For example, this is how it works for a lightbulb.



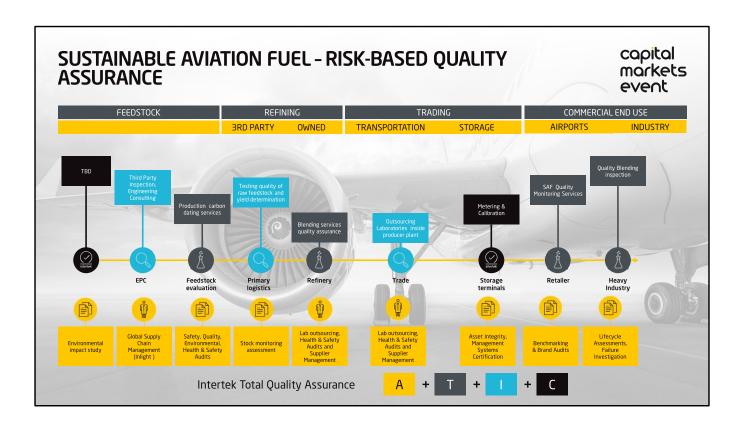
Here is how ATIC works in the car industry.



Energy storage is a high growth market and ATIC solutions are mission-critical for batteries.



LNG is a fast-growing sector also benefitting from our ATIC solutions.

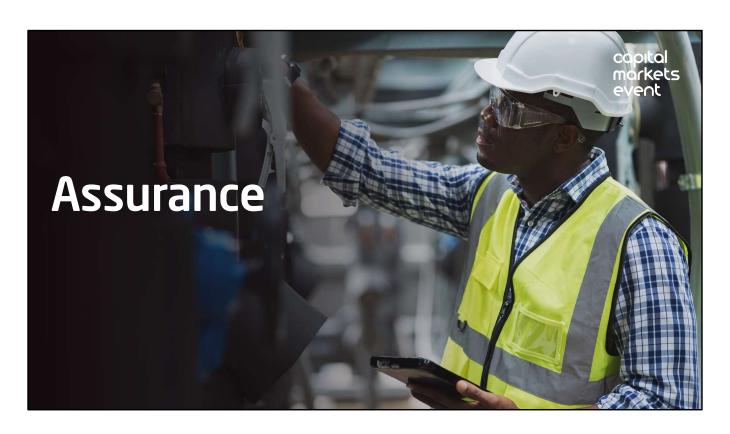


You are hearing more and more about sustainable aviation fuels, and we have the ATIC solutions our clients need here too.

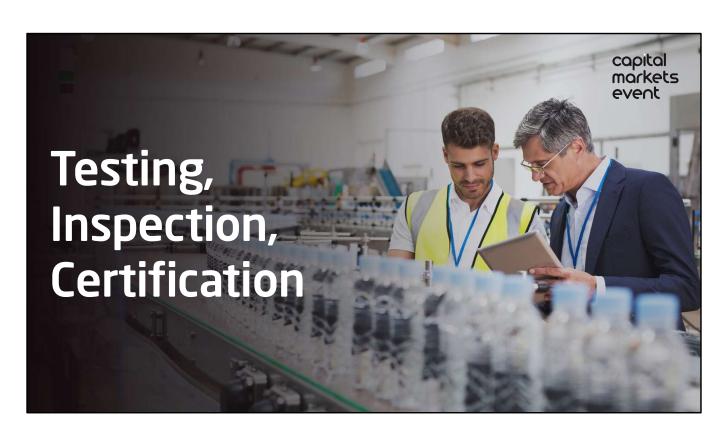


In 2016 we were definitely ahead of our time but today every client we talk to agrees that our industry is now all about Risk-Based Quality Assurance powered by ATIC.

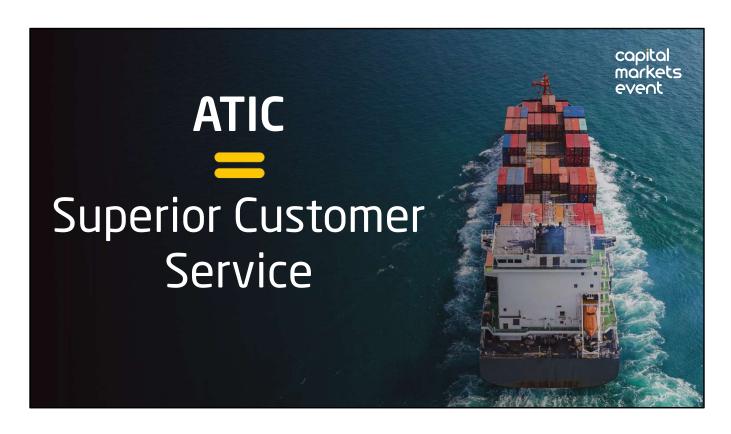
Indeed, all the quality, safety and supply issues companies have faced over the years have convinced Board and leadership teams to increase their focus on systemic risk inside their value chains.



Assurance provides the independent end to end data on where the quality, safety and sustainability risks are.

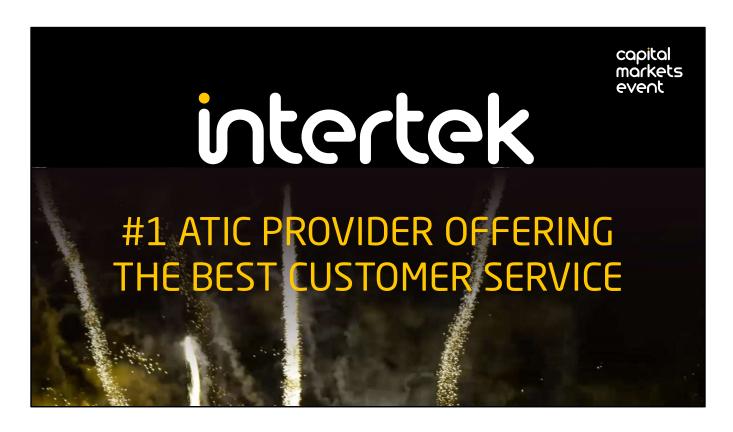


...while Testing, Inspection and Certification provide..... the critical independent quality controls.....in the high risks areas.



Our ambition was clear when we raised the bar with ATIC....

We simply wanted to provide a superior customer service to our clients



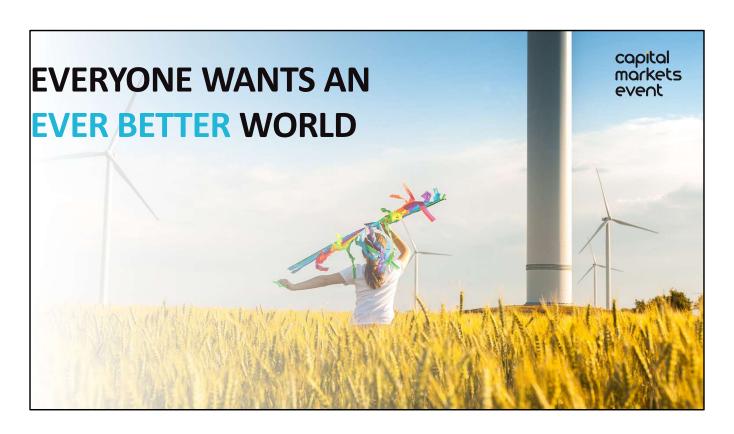
The ATIC rebranding we did, combined with our 24/7 focus on customer service, has made the Intertek brand much stronger.

Intertek is recognised as the number 1 ATIC service provider offering the best customer service.

This is an incredible advantage to capitalise on as our clients increase their focus on risk-based quality assurance.



In the next 2 days, you will hear how passionate our colleagues are about being the best in terms of customer service and using our scientific expertise to do so.



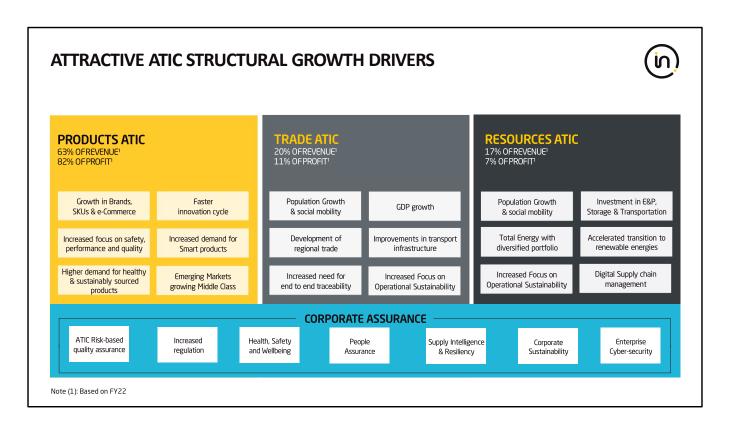
Our industry has always benefited from attractive growth drivers.

In a post-covid world... everyone wants to build an ever better world.

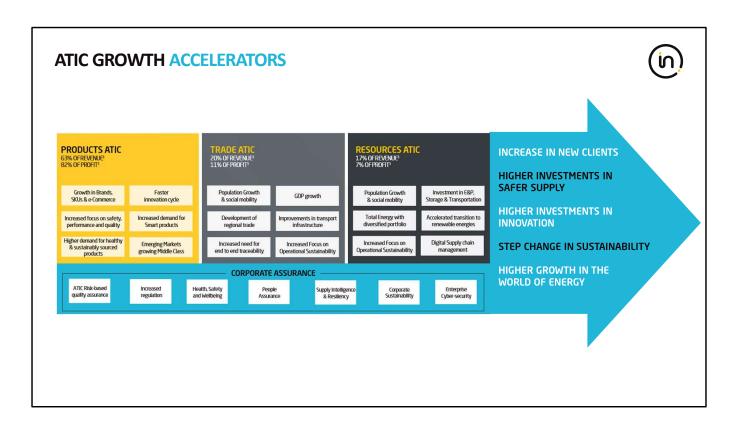
Corporations will invest more in quality, safety, and sustainability.



Therefore, we expect faster growth for our ATIC solutions.



You are very familiar with our ATIC structural growth drivers.



Based on our recent customer research, these structural growth drivers will be augmented by:

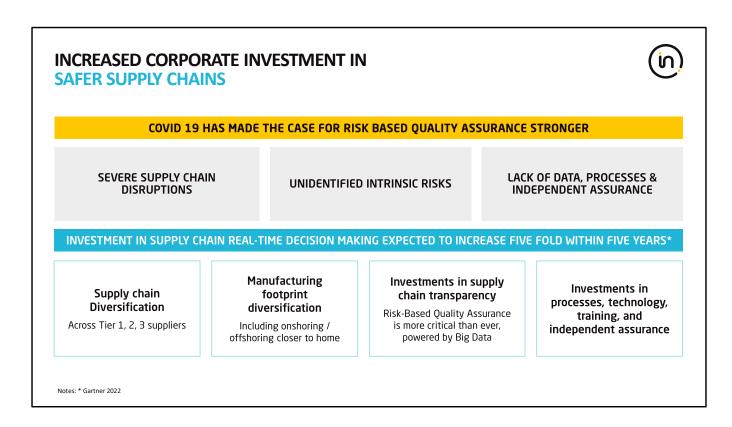
- An increase in new clients
- Higher investments in safer supply
- Higher investments in innovation
- A step change in sustainability
- Higher growth in the World of Energy



We are seeing significant growth in the number of companies globally given the lower barriers to entry for any brand with e-commerce capabilities.

The lack of Quality Assurance expertise of these young companies is excellent news for our Global Market Access solutions.

Our decentralised Customer 1st organisation has a strong track record of winning new clients.



Covid-19 is proving a catalyst for many corporations to improve the resilience of their supply chains with:

- Better data on what is happening in all parts of the supply chain
- Tighter risk management with razor-sharp business continuity planning
- A more diversified portfolio strategy with tier 1/2/3 suppliers
 - A more diversified portfolio strategy regarding

factories

• Investments in processes, technology, training, and independent assurance

Our superior Assurance offering means that we are well positioned to help our clients reduce the intrinsic risks in their operations.



Our clients have also realised that they need to invest more in product and service innovation to meet the changing needs of their customers.

A recent survey by Gartner shows that 60% of R&D leaders expect to increase their R&D investments in 2023.

These investments in innovation mean a higher number of SKUs and a higher number of tests per SKUs – which will be beneficial for our Products division.



The other major area of investment inside corporations is of course sustainability.

We are seeing positive momentum with new and emerging regulation.

Companies will have to re-invent the way they manage their sustainability agenda with a greater emphasis on independently verified non-financial disclosures.

This is excellent news for our industry leading Total Sustainability Assurance solutions.



The growth opportunities in the World of Energy are truly exciting.

The energy companies are planning higher investments.

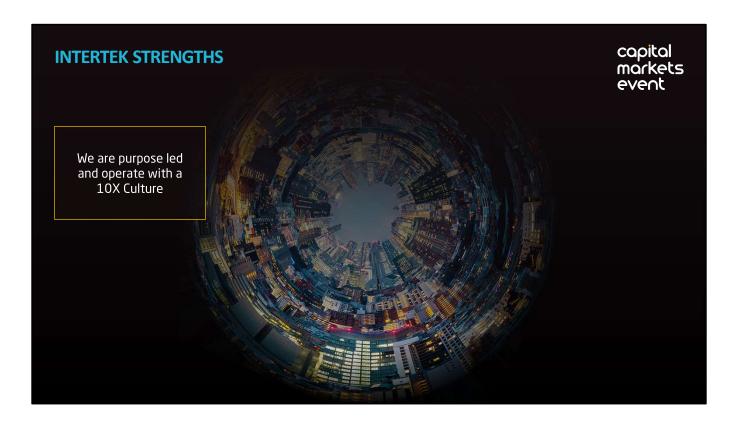
In 2022, we all have witnessed the concerns regarding energy security.

The global energy production capacity is an issue that needs to be addressed quickly to meet the growing demand for energy.

Given the under-investments in traditional O&G

exploration and production in the last decade and the lack of scale for Renewables, investments for production in traditional O&G and in Renewables will increase.

This is excellent news for our Caleb Brett and Industry Services businesses.



To seize these exciting growth opportunities, we will capitalise on our strengths.

There are several areas where we are best in class:

We are a purpose-led company and operate with a 10X Culture.



When we discuss our financial results, we do not have the opportunity to talk much about our culture.

We are a people business and our 10X culture is the DNA of the company.

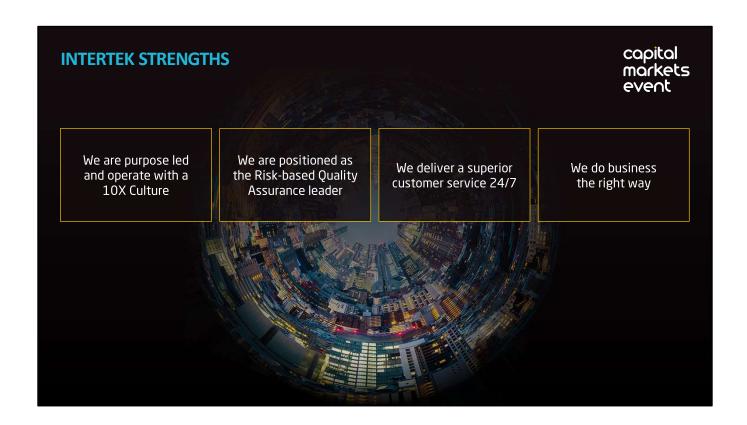


I am sure you will get a sense of our 10X culture over the next 2 days when you meet our passionate colleagues.

We are positioned as the risk-based Quality Assurance leader, which gives us a significant brand advantage, given the increased focus of companies on operational risk.



We deliver a superior customer service 24/7, as demonstrated by our recent research.



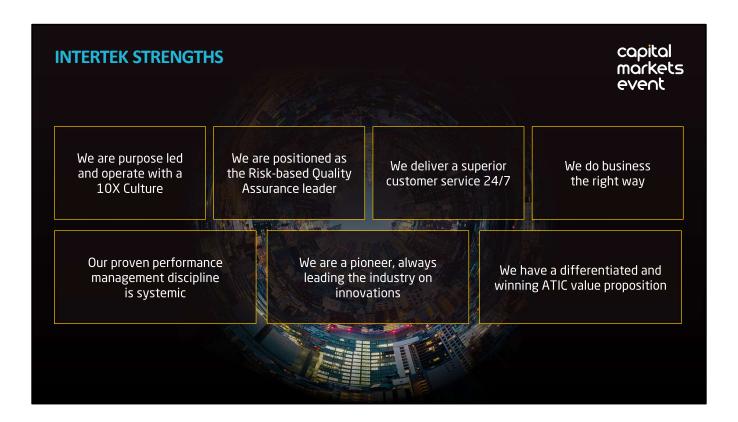
We do business the right way, operating in every part of the group with strong financials and corporate controls.



Our proven performance management discipline is systemic and underpinned by our 5x5 data advantage.



We are a pioneer, always leading the industry with innovations. You have seen the recent solutions we have launched and Julia will give you more detail later in the programme.



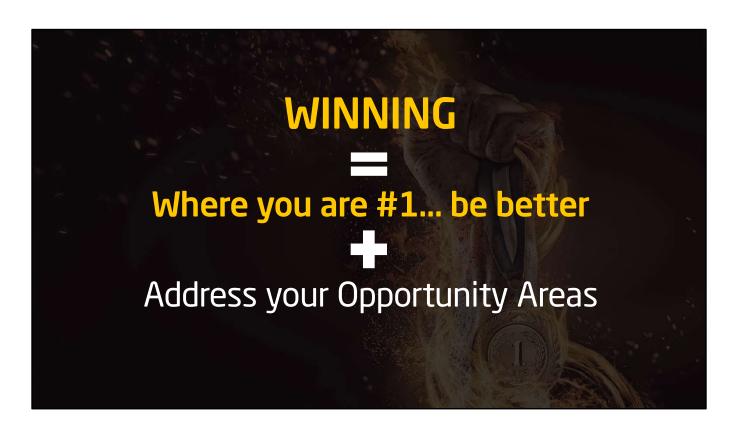
Last but not least, we have a differentiated and winning ATIC value proposition.

Science-based Customer Excellence TQA Advantage' is our competitive advantage, the right advantage to have as our clients increase their focus on risk-based quality assurance.

These are major strengths to capitalise on to unlock the significant value growth opportunity ahead.



I would now like to share our Intertek 30 Good to Great strategy...... to take Intertek to greater heights.



We are a passionate, high-performance organisation and being the best in everything we do is what our Intertek 30 growth strategy is all about.

We believe that winning in every business is about being much better at what you are already the best at....while addressing your opportunity areas.



Getting better at what we are the best at starts of course with ATIC, our competitive advantage.

We were ahead of our time when we introduced ATIC a few years ago.

We have made a lot of progress with our clients and equally, the opportunities to increase our share of the ATIC wallet with every client by providing an ever better customer service are very exciting.

Our Intertek 30 growth strategy is simply to always give our clients an Amazing ATIC advantage to strengthen their business.

OUR INTERTEK 30 GOOD TO GREAT STRATEGY capital markets event



Amazing ATIC Advantage

We have branded our Intertek 30 growth strategy 'AAA', which stands for Amazing ATIC advantage.

We introduced our AAA growth strategy at a global conference here in London a few weeks ago and the energy to take Intertek to greater heights was amazing.



AAA is much more than being the best in terms of customer service.

AAA is about delivering AAA value for every stakeholder all the time.

We want to be the most trusted TQA partner with our customers.

We want to be the employer of choice with our employees.

We want to deliver sustainability excellence everywhere in our community.

We want to deliver sustainable growth and value for our shareholders.

AAA is evolutionary in its approach.

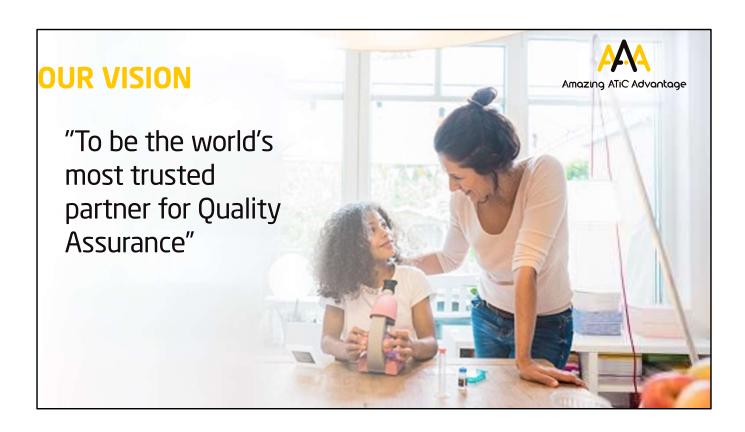
We will capitalise on our strengths and, as you would expect, do a few things differently to take the company forward.

I will now share the specifics of our AAA growth strategy.

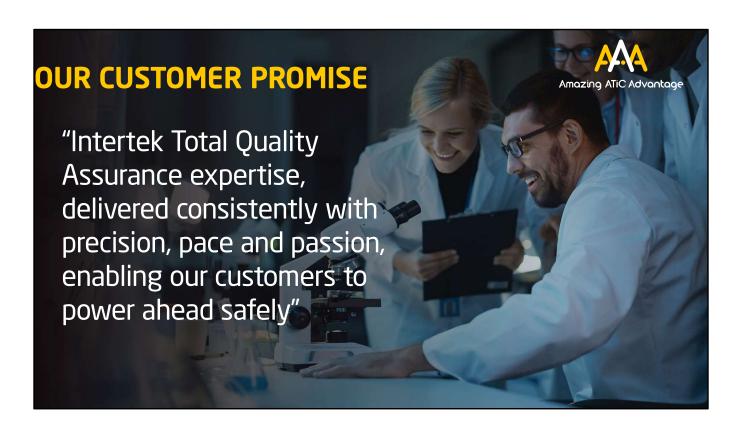


We are a purpose-led company.....and the meaning of what we do is super important for all of us.

Our Purpose of Bringing Quality, Safety and Sustainability to Lifegives us a lot of energy every morning...... knowing that we are mission-critical to society.



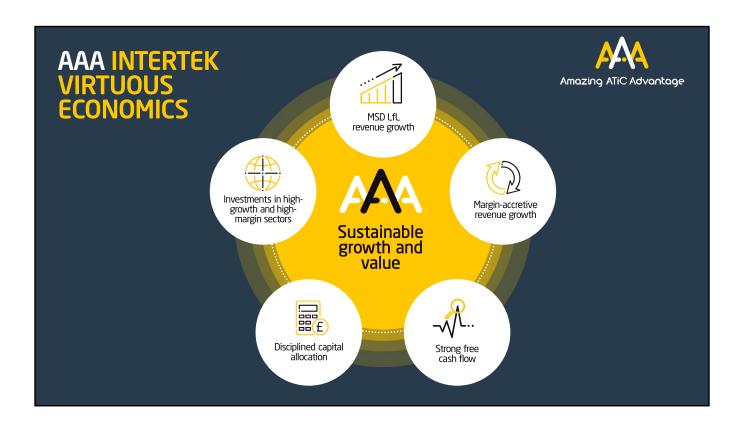
Our Vision is very demanding....as it should be....we want to be the world's most trusted partner for Quality Assurance.



Our ATIC customer promise will remain a powerful promise every day to always give...all of our clients....an amazing ATIC Advantage.



Let's now discuss the goals we have in place to deliver sustainable growth and value for our shareholders.



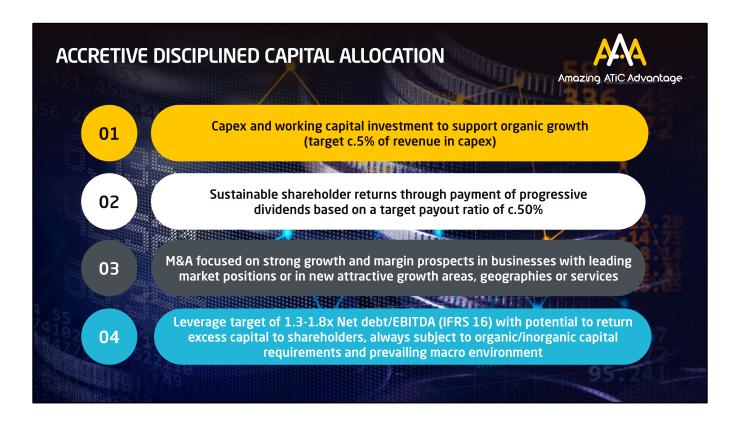
We expect the demand for our ATIC solutions to be stronger and we are targeting MSD LFL revenue growth at CCY.

Margin accretive revenue growth is central to the way we create value and we have the plans in place to go back to our peak margin of 17.5% and beyond.

Ross will give you a comprehensive update on how we plan to do so.

As you know, we focus on our Virtuous Economics to deliver sustainable growth and value.

Our AAA Intertek Virtuous Economics are based on the compounding effect year after year of LfL revenue growth...margin accretion.....strong free cashflow.....and disciplined investments in high growth and high margin sectors.



We believe in the value of accretive disciplined capital allocation.

We pursue the following priorities:

- Our first priority is to support organic growth through capital expenditure and investments in working capital.
- The second priority is to deliver sustainable returns for our shareholders through the payment of progressive dividends and we target a pay-out ratio of circa 50%

- The third priority is to pursue M&A activities that strengthen our portfolio in attractive growth and margin areas, provided we can deliver good returns.
- And our fourth priority is to maintain an efficient balance sheet with the flexibility to invest in growth. Our leverage target is 1.3 1.8 net debt to EBITDA with the potential to return excess capital to shareholders subject to our future requirements and prevailing macros.

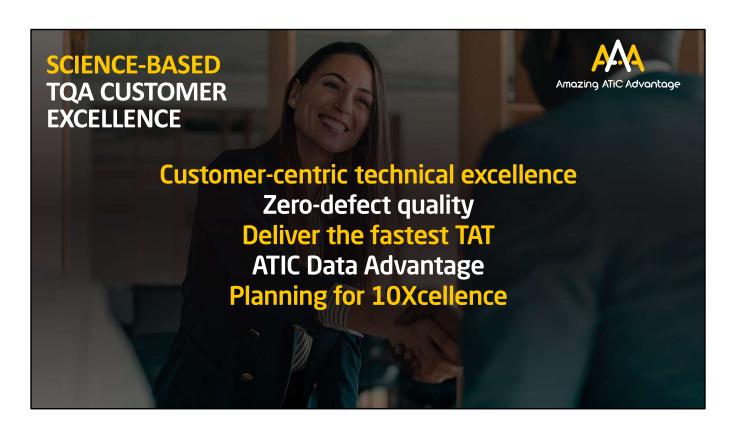
Colm will give you a detailed update later in the programme on our capital allocation policy.



To achieve these goals, we will pursue 3 strategic priorities and 3 strategic enablers.



Let me share what AAA is all about from an operational standpoint, starting with Science-based TQA customer excellence.



Science-based TQA customer Excellence is all about operational excellence to provide a superior customer service.

We will continue to invest in the required skills to deliver the best quality with the fastest turnaround time, what we call TAT.

There are 2 areas where we see major opportunities to step up our performance: one is to give the ATIC data advantage to our clients to better manage their risks and the other one is to improve the productivity within our operations with a new operating system that will digitise our processes, called 'Planning for

10xcellence'.



Brand Push and Pull is our second priority.



We will continue to lead the market with our ATIC sales power and our cut-through product marketing. Importantly, we plan to increase our focus on digital marketing, leveraging the strength of our brand which has the potential to become a B2B2C brand, a real first in our industry.

Let's have a look at our new B2B2C brand campaign that we launched through social media a few weeks ago...

Video plays

You'll be amazed where you find Intertek is the right next step for our brand.

It is simple...very easy to understand...ideal for social media.

It is customer-centric.... strengthening the brand reputation of our clients.

It is highly engaging for our people who will share with pride what they do for their clients.



Our 10X culture is really innovative and we will continue to develop Winning Innovations to help our clients resolve their quality, safety and sustainability challenges.



There are 2 areas of increased focus in terms of innovation moving forward.

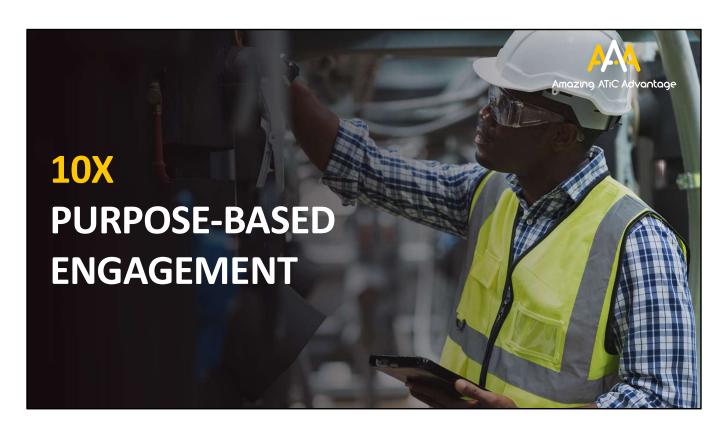
First, we will increase the number of solutions that deliver TQA in a few clicks as the digitisation of our customer experience is an important priority.

Second, we have learned a lot from the experience we have gathered with SAAS solutions and giving a TEK advantage to our clients when possible, will make a big difference.



Having discussed our 3 strategic priorities

Let's now review our 3 strategic enablers...



Starting with 10X Purpose-Based engagement.

Tony George will give you an update on where we are on our people agenda.

We have made so much progress in the last 8 years and equally, we have so much more to do.



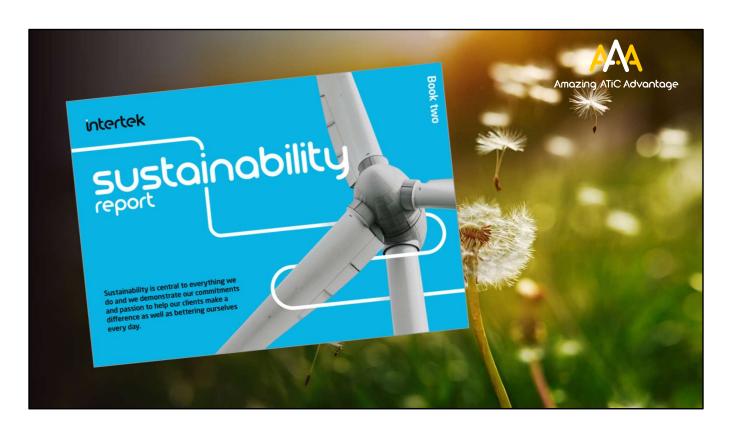
We are a people business and our Amazing people are the reason for our science-based customer excellence TQA advantage.

We have done a lot in terms of engagement, and we believe we are now ready to make the next move.

We are partnering with Gallup, which is the world authority in terms of workplace science, to give our teams the data they need to unleash their full potential, with their own quarterly engagement scorecard.



Sustainability is the movement of our time. This is why our second enabler isall about Sustainability Xcellence.



We have made a lot of progress on sustainability.

Equally it is our duty as leaders to do much more on sustainability.



We are committed to Net Zero of course but sustainability is much more than Net Zero.

We will stay focussed on Doing Business the right way, our fully integrated control and compliance approach and make sure that every site delivers on all aspects of sustainability: health, safety, wellbeing, diversity, inclusion, water and waste management, and enterprise security.



Our 3rd enabler, Margin Accretive Investments, is about our portfolio, which is paramount to delivering sustainable growth and value.



We just concluded an in-depth strategic review of our portfolio and we are really pleased with the progress we have made in the last 8 years.

Our global portfolio is stronger than ever and you will hear from my colleagues how each Global Business Line will benefit from both attractive structural growth drivers and significant margin accretion opportunities.

Moreover, we are extremely well positioned for growth when looking at our portfolio at the local level.

We have streamlined our organisation at the country level to make the management of our local portfolio

more agile by leveraging our scale and capitalising on our business line expertise at the regional level.

Our portfolio is poised for faster growth.

All global business lines are targeting margin accretive revenue growth and our new operations structure will make us more agile at the local level.



Our 3 Strategic enablers will play a major role as we implement our AAA growth strategy.

Let's now recap what we discussed in our first presentation this morning.



We expect faster growth for our ATIC solutions.



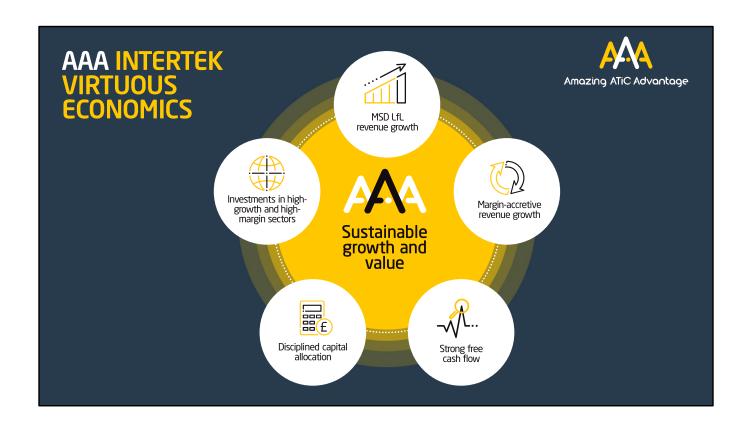
AAA is about being the best for every stakeholder all the time.

We want to be the most trusted TQA partner with our customers.

We want to be the employer of choice with our employees.

We want to deliver sustainability excellence everywhere in our community.

We want to deliver sustainable growth and value for our shareholders.



To deliver sustainable growth and value for our shareholders, we will focus on our virtuous economics model, which is based on the compounding effect year after year of MSD LfL revenue growth...margin accretion ..strong free cash-flow.....and disciplined investments in high growth and high margin sectors.



True to our good to great journey, our AAA growth strategy is evolutionary.

We will be laser focused on our 3 priorities and 3 enablers, capitalising on our strengths while reinventing ourselves in the areas where we can make a difference.



I just want to remind everyone that the next 2 days are about our AAA Growth strategy.

I would greatly appreciate if you could refrain from asking questions about short term performance.

Trading is in line and we will update the markets in a few weeks with our Jan-April trading statement.



In summary, the value growth opportunity ahead is significant.

- The demand for our industry leading ATIC solutions is accelerating.
- Our Science-based Customer Excellence TQA advantage and our stronger portfolio position us well for faster growth.
- We will capitalise on the best-in-class operating platform we have built and target the areas where we have opportunities.

- Our passionate, agile, and high-performance organisation is energised to take Intertek to greater heights.
- We will deliver value, targeting MSD LfL revenue growth at CCY, margin accretion, and strong cash generation, while pursuing disciplined investments in growth.

